* **LEAD INSTRUMENTATION**  
  The LEAD instrument was designed to measure leader behavior in terms of style, style range, or flexibility, and style adaptability.
* **LEADER STYLE**  
  An individual’s leadership style is the behavior pattern the person exhibits when attempting to influence the behavior of others. This style may be very different from the individual’s self-perception. Because it can be very useful for an individual to compare self-perception with the perception of others, two LEAD instruments have been developed: LEAD Self and LEAD Other.
* **STYLE RANGE OR FLEXIBILITY**  
  Style range is the ability of an individual to vary leadership style. Some leaders’ range is narrow, limited to one basic style, while others are able to modify their behavior to fit any of the four basic styles. A wide style range provides the potential of being an effective leader in numerous situations. Not all leadership situations require a high level of flexibility (wide style range).
* **STYLE ADAPTABILITY**  
  Style adaptability is the extent to which a manager can vary the style that is appropriate to the demands of a given situation.
* **IS THERE ONLY ONE APPROPRIATE STYLE?**  
  There is more than one option of leadership style in most situations. Situational Leadership® identifies the best or most desirable style to use at different levels of follower readiness, but sometimes a leader is unwilling or unable to use that style. Situational Leadership®, therefore, also identifies the second best, the third best, and the least effective style.
* **USE OF LEAD INSTRUMENTATION**  
  When the Center for Leadership Studies diagnoses an organization using LEAD instrumentation, mangers throughout the organization complete the LEAD Self instrument. The LEAD Other instrument is completed by each of the managers’ followers, superior, and several peers complete other instrument. The data is analyzed, and a LEAD profile for each manager is prepared. This profile compares the manager’s self-perception with the manager’s leadership style as perceived by others.
* **JOHARI WINDOW**  
  The Johari Window is a helpful framework to analyze data and feed it back to participating managers. Leaders engage in attitudes and behaviors that they themselves know about which can include how they are coming across and the impact they are having on the people they are trying to influence. The leader’s personality also consists of the attitudes and behaviors that are unknown to the self, which can include how they are coming across to others. Leader personality can include behaviors and attitudes that are known to self and unknown to self. The Johari Window creates four areas to describe the known to self and others and the unknown to self and others: public arena, blind spot, facade, and the unknown. The public arena is known to all (the leader and others); the blind spot is unknown to self, but known to others; the façade is the area known to self, but unknown to others; and the unknown is unknown to both self and others.
* **LEAD PROFILES**  
  These are profiles of managers who either, a) have a primary leadership style and a supporting style, or, b) have a primary style that encompasses two of the four leadership styles.
* **TEAM BUILDING**  
  If a manager has a narrow range of behavior, they can expand flexibility without changing their own behavior by carefully choosing who they gather around them.
* **ADDING THE CONTRACTING PROCESS**  
  After the goals and objectives are agreed upon for the follower, the next step would be negotiation and agreement about the appropriate leadership style that the leader should use in helping the follower accomplish each one of the objectives.
* **USING PERFORMANCE READINESS STYLE MATCH**  
  The Performance Readiness Style Match has been developed by the Center for Leadership Studies to formalize the process of implementing Contracting for Leadership Style. This instrument is used to measure performance readiness using two dimensions, ability and willingness.